COMPENSATION IN MASS RETAILING 1979/80

Salaries & Incentives

NMRI

NATIONAL MASS RETAILING INSTITUTE

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Richard I. Hersh
President

COMPENSATION IN MASS RETAILING 1979/1980

SALARIES AND INCENTIVES

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National Mass Retailing Institute

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TABLE OF CONTENTS

INTRODUCTION.....i

ORGANIZATION.....ii-iii

SECTION I.....1 - 14

- Senior Management.....2
- Financial & EDP.....5
- Real Estate & Construction.....7
- Personnel.....8
- Administration & Other.....9
- Operations.....10
- Merchandising.....11
- Store Management.....13

SECTION II.....15 - 28

- Senior Management.....16
- Financial & EDP.....19
- Real Estate & Construction.....21
- Personnel.....22
- Administration & Other.....23
- Operations.....24
- Merchandising.....25
- Store Management.....27

SECTION III.....29 - 41

- Senior Management.....30
- Financial & EDP.....33
- Real Estate & Construction.....35
- Personnel.....36
- Administration & Other.....37
- Operations.....38
- Merchandising.....39
- Store Management.....41

SECTION IV.....42 - 45

- Senior Management.....43

I N T R O D U C T I O N

The National Mass Retailing Institute's 1979/80 report on salary levels and bonuses is a comprehensive survey of compensation within the mass retailing industry.

The report is based on questionnaires completed by 58 firms, operating 3,790 discount department stores throughout the United States. The combined sales of the respondents in 1979 amounted to approximately 12.5 billion dollars.

In keeping with NMRI's policy of treating all responses in total and inviolable confidence, names of responding companies have never been and will never be divulged. No copies were made of the responses, and all original questionnaires were destroyed after tabulation.

The entire NMRI organization sincerely thanks all the firms that took the time to complete the survey's questionnaire. This cooperation enables members of the mass retailing industry to obtain an important comparative picture of the compensation procedures within the industry. The knowledge derived from this study aids the formulation of sound decisions and judgements.

New York
September 1980

RICHARD I. HERSH
President

ORGANIZATION

This report is organized into five sections:

The first three sections reflect three different levels of a retailing firm's annual sales volume;
The fourth section is a composite of statistics found in the first three sections;
The fifth section is a comments and conclusions analysis.

SECTION I -- Those firms having an annual sales volume under $100 million

SECTION II - Those firms having an annual sales volume from $100 million up to and including $300 million

SECTION III- Those firms having an annual sales volume over $300 million

SECTION IV-- A composite of the compensation statistics for senior Management positions.

Within each section, the specific job titles are listed in the same order as they appear in the questionnaire.

The following information is given for each job title:

1. - 1979 Base salary (average salary)
2. - 1979 Bonus (average salary)
3. - 1979 Total Compensation (average compensation)
4. - 1979 Bonus percentage (1979 base median for operations, merchandising and store management categories)
5. - 1980 Base salary (average salary)*
6. - 1980 Base salary (median salary)*

For senior management also included is a percentage increase over 1977.

*Please note the definitions of "average" and "median":
The term "average" refers to the arithmetic mean, or the amount obtained by adding up all the parts and then dividing by the number of parts;

The term "median" refers to a value in an ordered set of values below and above which there is an equal number of values.

All figures are rounded off to the nearest $50.

Figures marked with an asterisk (*) are figures for which the sample was small and therefore not neccesarily statistically representative.

SECTION ONE

ANNUAL SALES VOLUME UNDER $100 MILLION

SENIOR MANAGEMENT

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	%Increase OVER 1977	1980 BASE	1980 BASE MEDIAN
Chairman of the Board	$ 85,000	$13,000	$ 98,000	15.3	(1.5)	$110,000	$ 99,000
President	85,000	15,000	100,000	17.6	9.5	91,500	88,000
Sr. Admin. Executive	67,700	8,300	76,000	12.3	4.7	71,000	71,000
Sr. Merchandising Exec.	53,300	15,000	68,300	28.1	3.5	58,000	54,000
Sr. Operations Exec.	43,600	10,200	53,800	23.4	.6	44,000	41,500
Sr. Financial Executive	43,800	7,000	50,800	16.0	1.2	52,000	54,600
Sr. Personnel Executive	28,000	5,000	33,000	17.9	5.4	30,000	27,300

SENIOR MANAGEMENT CONTD.

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	%Increase OVER 1977	1980 BASE	1980 BASE MEDIAN
Top Real Estate Officer	$35,150	$ 7,800	$42,950	22.0	.7	$38,400	$33,000
Treasurer *	50,000	15,000	65,000	30.0	1.6	54,500	56,000
Controller	31,000	6,300	37,300	20.3	10.2	34,800	30,000
Secretary *	24,000	9,000	33,000	37.5	(4.6)	28,900	26,000
Sr.Legal Exec. *	29,000	6,000	35,000	20.7	**	34,600	32,000
Sr.Advertising Executive	32,000	7,500	39,500	23.4	31.0	34,000	29,500
Sr.Customer Relations Exec.	23,500	4,200	27,700	17.9	-0-	24,500	21,500

* Insufficient Data for statistically accurate results.
** Not listed in 1977.

SENIOR MANAGEMENT CONTD.

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	%Increase OVER 1977	1980 BASE	1980 BASE MEDIAN
Sr.Data Processing Executive	$27,300	$3,100	$30,400	11.3	1.7	$29,200	$28,000
Sr.Distribution (Warehse) Exec.	29,800	6,000	35,800	20.1	-0-	32,300	31,000
Sr. Security Exec.	20,750	1,750	22,500	8.4	6.6	23,600	25,000
Sr.Growth Planning Mtg. Res. Exec. *	24,700	2,500	27,200	10.1	3.4	26,200	23,000
Sr.Internal Audit Executive	20,700	3,000	23,700	14.5	5.3	23,500	23,000
Sr.Government Relations Exec.	None						

* Insufficient Data for statistically accurate results.

FINANCIAL & EDP

POSTION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	1980 BASE	1980 BASE MEDIAN
Senior Financial Executive	$43,800	$ 7,000	$50,800	16.0	$52,000	$54,600
Treasurer *	50,000	15,000	65,000	30.0	54,500	56,000
Controller	31,000	6,300	37,300	20.3	34,800	30,000
Internal Audit Head	20,700	3,000	23,700	14.5	23,500	33,000
Tax Department Head	24,600	1,000	25,600	4.1	25,000	23,800
Budget Control Head	20,750	1,000	21,750	4.8	22,500	22,000
Credit/Collection Head	12,100	800	12,900	6.6	13,100	11,500

* Insufficient Data for statistically accurate results.

FINANCIAL & EDP CONTD.

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	1980 BASE	1980 BASE MEDIAN
Payroll Head	$ 13,000	$ 850	$ 13,850	6.5	$ 15,000	$ 14,800
Accounts Payable Head	15,300	250	15,550	1.6	16,000	15,800
General Accounting Head	20,300	500	20,800	2.5	23,000	24,800
Senior Data Processing Exec.	27,300	3,100	30,400	11.3	29,200	28,000
Computer Operations Head	18,900	2,000	20,900	10.6	21,300	21,300
Systems Analyst*	16,500	1,000	17,100	6.1	17,400	16,500
Senior Programmer	15,900	1,500	17,400	9.4	16,800	15,600
Programmers (average)	14,200	800	15,000	5.6	15,200	15,400

* Insufficient Data for statistically accurate results.

REAL ESTATE & CONSTRUCTION

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	1980 BASE	1980 BASE MEDIAN
Real Estate Head	$ 35,150	$ 7,800	$ 42,950	22.0	$ 38,400	$ 33,000
R.E. Negotiation Head	None					
Store Planning & Fixture Head	24,600	900	25,500	3.7	25,000	24,200
Store Construction Head *	24,500	3,300	27,800	13.5	26,500	25,200

* Insufficient Data for statistically accurate results.

PERSONNEL

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	1980 BASE	1980 BASE MEDIAN
Senior Personnel Executive	$ 28,000	$ 5,000	$ 33,000	17.9	$ 30,000	$ 27,300
Training & Development	24,300	2,700	27,000	11.1	25,600	21,500
EEO	None					
Employee/Union Relations *	20,000	-0-	20,000	**	21,500	19,800
Benefit	15,300	2,000	17,300	13.1	15,900	13,100
Compensation*	21,700	3,500	25,200	16.1	23,200	23,200
Employment/ Recruitment	18,000	1,400	18,000	7.8	19,000	18,000
Regional Personnel Managers	None					

* Insufficient Data for statistically accurate results.
** Not listed in 1977.

ADMINISTRATION & OTHER

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	1980 BASE	1980 BASE MEDIAN
Senior Purchasing Agent	$ 33,500	$ 3,000	$ 36,500	9.0	$ 35,300	$ 28,000
Senior Manual Systems Exec.	None					
Senior Facilities Head	43,000	9,000	52,000	20.9	58,000	43,000
Senior Traffic/ Warehouse	21,300	1,100	22,400	5.2	17,600	17,000
Senior Customer Relations Exec.*	23,500	4,200	27,700	17.9	24,500	21,500

* Insufficient Data for statistically accurate results.

OPERATIONS

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	1979 BASE MEDIAN
Senior Operations Head	$ 43,600	$ 10,200	$ 53,800	23.4	$ 39,000
Regional Manager	27,800	6,200	34,000	22.3	27,500
Regional Mdse. Mgr. Hardlines	None				
Regional Mdse. Mgr. Softlines	None				
District Manager	22,000	3,500	25,500	15.9	23,000

MERCHANDISING

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	1979 BASE MEDIAN
Senior Merchandising Executive	$ 53,300	$ 15,000	$ 68,300	28.1	$ 51,500
General/Senior Mdse. Managers					
Hardlines	31,200	3,500	34,700	11.2	29,700
Softline Fashion	33,000	4,350	37,350	13.2	32,400
Softline Basics	26,400	2,500	28,900	9.5	25,900

MERCHANDISING CONTD.

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	1979 BASE MEDIAN
Division/Category Mdse. Managers					
Hardlines	$ 25,000	$ 3,000	$ 28,000	12.0	$ 24,200
Softline Fashion	27,900	3,300	31,200	11.8	27,500
Softline Basics	21,500	1,500	23,000	7.0	24,000
Buyers Hardlines	18,900	1,800	20,700	9.5	19,100
Buyers Softline Fashion	18,900	2,700	21,600	14.3	17,900
Buyers Softline Basics	18,900	1,800	20,700	9.5	18,300

STORE MANAGEMENT

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	1979 BASE MEDIAN
Store Managers					
Vol. $1-3 Million	$ 18,200	$ 2,500	$ 20,700	13.7	$ 17,500
Vol. $3-5 Million	20,000	2,400	27,400	12.0	19,800
Vol. $5-7 Million	21,000	5,000	26,000	23.8	22,800
Vol. Over 7 Million	23,000	6,000	29,000	26.1	22,800

STORE MANAGEMENT CONTD.

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	1979 BASE MEDIAN
Assistant Managers					
Vol. $1-3 Million	$ 15,000	$ 500	$ 15,500	3.3	$ 14,600
Vol. $3-5 Million	14,900	750	15,650	5.0	15,200
Vol. $5-7 Million	16,100	1,100	17,200	6.8	15,800
Exempt Department Heads					
Vol. $1-3 Million	12,200	650	12,850	5.3	12,100
Vol. $3-5 Million	13,800	400	14,200	2.9	14,150
Vol. $5-7 Million	14,300	600	14,900	4.2	15,100

SECTION TWO

ANNUAL SALES VOLUME $100 MILLION TO $300 MILLION

SENIOR MANAGEMENT

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	%Increase OVER 1977	1980 BASE	1980 BASE MEDIAN
Chairman of the Board	$135,000	$85,000	$220,000	63.0	21.7	$141,000	$132,000
President	133,000	61,800	194,800	46.5	11.1	140,000	119,000
Sr. Admin. Executive	74,000	38,500	112,500	52.0	8.9	79,000	71,000
Sr. Merchandising Exec.	66,000	21,500	87,500	32.6	13.6	71,000	63,800
Sr. Operations Exec.	53,000	17,800	70,800	33.6	24.2	55,000	49,600
Sr. Financial Executive	47,000	14,000	61,000	29.8	7.0	52,000	49,700
Sr. Personnel Executive	32,000	2,800	34,800	8.8	9.0	33,000	29,800

SENIOR MANAGEMENT CONTD.

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	%Increase OVER 1977	1980 BASE	1980 BASE MEDIAN
Top Real Estate Officer	$31,900	$ 5,000	$36,900	15.7	9.5	$ 33,000	$29,700
Treasurer	54,000	12,000	66,000	22.2	10.2	57,500	51,000
Controller	34,950	5,000	39,950	14.3	7.5	37,500	38,000
Secretary	47,500	10,000	57,500	21.1	6.5	52,000	41,900
Sr.Legal Exec.	83,000	15,000	98,000	18.1	22.2	100,000	78,000
Sr.Advertising Executive	36,900	6,500	43,400	17.6	16.7	39,200	37,500
Sr.Customer Relations Exec. *	22,000	2,000	24,000	9.1	**	25,000	18,200

* Insufficient Data for statistically accurate results.
** Not listed in 1977.

SENIOR MANAGEMENT CONTD.

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	%Increase OVER 1977	1980 BASE	1980 BASE MEDIAN
Sr.Data Processing Executive	$33,000	$ 4,500	$37,500	13.6	14.7	$33,000	$28,500
Sr.Distribution (Warehse) Exec.	32,800	3,000	35,800	9.1	3.8	33,100	29,800
Sr. Security Exec.	36,000	3,000	39,000	8.3	10.5	38,500	39,200
Sr.Growth Planning Mtg. Res. Exec.	34,150	1,000	35,150	2.9	9.8	36,200	31,000
Sr.Internal Audit Executive	33,800	7,000	40,800	20.7	8.2	35,000	31,900
Sr.Government Relations Exec.*	73,000	15,000	88,000	20.5	40.1	77,000	53,000

* Insufficient Data for statistically accurate results.

FINANCIAL & EDP

POSTION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	1980 BASE	1980 BASE MEDIAN
Senior Financial Executive	$ 47,000	$ 14,000	$ 61,000	29.8	$ 52,000	$ 49,700
Treasurer	54,000	12,000	66,000	22.2	57,500	57,000
Controller	34,950	5,000	39,950	14.3	37,500	38,000
Internal Audit Head	33,800	7,000	40,800	20.7	35,000	31,900
Tax Department Head	27,000	1,500	28,500	5.6	29,200	29,000
Budget Control Head *	36,800	14,000	50,800	38.0	39,200	23,000
Credit/Collection Head	None					

* Insufficient Data for statistically accurate results.

FINANCIAL & EDP CONTD.

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	1980 BASE	1980 BASE MEDIAN
Payroll Head	$ 19,600	$ 500	$ 20,100	2.6	$ 21,200	$ 19,600
Accounts Payable Head	17,800	1,500	19,300	8.4	19,500	21,000
General Accounting Head	20,000	2,100	23,100	10.5	24,100	23,700
Senior Data Processing Exec.	33,000	4,500	37,500	13.6	33,000	28,500
Computer Operations Head *	22,600	-0-	22,600	-0-	23,200	21,200
Systems Analyst	22,000	1,500	23,500	6.8	23,500	19,700
Senior Programmer	19,700	900	20,600	4.6	19,950	18,900
Programmers (average)	17,500	1,000	18,500	5.7	18,100	16,300

* Insufficient Data for statistically accurate results.

REAL ESTATE & CONSTRUCTION

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	1980 BASE	1980 BASE MEDIAN
Real Estate Head	$ 31,900	$ 5,000	$ 36,900	15.7	$ 33,000	$ 29,700
R.E. Negotiation Head*	35,000	-0-	35,000	-0-	41,000	-0-
Store Planning & Fixture Head	34,100	2,500	36,600	7.3	35,800	33,000
Store Construction Head	29,500	2,000	31,500	6.8	32,000	28,700

* Insufficient Data for statistically accurate results.

PERSONNEL

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	1980 BASE	1980 BASE MEDIAN
Senior Personnel Executive	$ 32,000	$ 2,800	$ 34,800	8.8	$ 33,000	$ 29,800
Training & Development	24,100	1,000	25,100	4.1	25,200	22,800
EEO	None					
Employee/Union Relations *	32,000	-0-	32,000	-0-	34,000	32,000
Benefit *	24,800	500	25,300	2.0	26,100	23,800
Compensation *	Same position as Benefit.					
Employment/ Recruitment *	28,500	2,500	31,000	8.8	29,200	27,800
Regional Personnel Managers	None					

* Insufficient Data for statistically accurate results.

ADMINISTRATION & OTHER

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	1980 BASE	1980 BASE MEDIAN
Senior Purchasing Agent	$ 28,000	$ 4,100	$ 32,100	14.6	$ 29,500	$ 22,800
Senior Manual Systems Exec.	None					
Senior Facilities Head *	92,000	30,000	122,000	32.6	97,600	63,000
Senior Traffic/ Warehouse	26,600	3,000	29,600	11.3	28,100	26,250
Senior Customer Relations Exec.	22,000	2,000	24,000	9.1	25,000	18,200

* Insufficient Data for statistically accurate results.

OPERATIONS

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	1979 BASE MEDIAN
Senior Operations Head	$ 53,000	$ 17,800	$ 70,800	33.6	$ 52,800
Regional Manager	27,250	6,000	33,250	22.0	25,800
Regional Mdse. Mgr. Hardlines	33,600	7,500	41,100	22.3	31,500
Regional Mdse. Mgr. Softlines	32,800	5,000	37,800	15.2	29,200
District Manager	27,000	4,000	31,000	14.8	28,200

MERCHANDISING

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	1979 BASE MEDIAN
Senior Merchandising Executive	$ 66,000	$ 21,500	$ 87,500	32.6	$ 59,500
General/Senior Mdse. Managers					
Hardlines	51,800	7,900	59,700	15.3	53,100
Softline Fashion	55,750	7,500	63,250	13.5	47,800
Softline Basics	45,000	6,500	51,500	14.4	47,900

MERCHANDISING CONTD.

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	1979 BASE MEDIAN
Division/Category Mdse. Managers					
Hardlines	$ 41,200	$ 5,000	$ 46,200	12.1	$ 36,700
Softline Fashion	43,000	7,500	50,500	17.4	43,800
Softline Basics	36,100	3,500	39,600	9.7	32,800
Buyers Hardlines	28,000	500	28,500	1.8	26,200
Buyers Softline Fashion	26,500	1,000	27,500	3.8	24,250
Buyers Softline Basics	26,500	1,100	27,600	4.2	23,800

STORE MANAGEMENT

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	1979 BASE MEDIAN
Store Managers					
Vol. $1-3 Million	$16,000	$3,500	$19,500	21.9	$14,900
Vol. $3-5 Million	21,800	3,500	25,300	16.1	19,700
Vol. $5-7 Million	24,800	3,500	28,300	14.1	27,900
Vol. Over $7 Million	27,350	3,000	30,350	11.0	27,000
Assistant Managers					
Vol. $1-3 Million	13,200	1,000	14,200	7.6	11,900
Vol. $3-5 Million	13,500	900	14,400	6.7	13,600
Vol. $5-7 Million	15,800	1,000	16,800	6.3	16,400
Vol. over $7 Million	16,900	1,300	18,200	7.7	18,000

STORE MANAGEMENT CONTD.

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	1979 BASE MEDIAN
Exempt Department Heads					
Vol. $1-3 Million	$11,000	$250	$11,250	2.3	$11,300
Vol. $3-5 Million	12,900	500	13,400	3.9	12,000
Vol. $5-7 Million	13,400	500	13,900	3.7	12,500
Vol. over $7 Million	15,800	500	16,300	3.2	17,100

SECTION THREE

ANNUAL SALES VOLUME OVER $300 MILLION

SENIOR MANAGEMENT

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	%Increase OVER 1977	1980 BASE	1980 BASE MEDIAN
Chairman of the Board	$185,000	$79,000	$264,000	42.7	55.9	$193,000	$178,000
President	168,500	72,000	240,500	42.7	15.1	172,000	180,000
Sr. Admin. Executive	72,100	30,000	102,100	41.6	24.1	74,500	71,800
Sr. Merchandising Exec.	92,500	30,000	122,500	32.4	16.6	97,800	83,000
Sr. Operations Exec.	73,800	25,000	98,800	33.9	21.4	75,000	72,800
Sr. Financial Executive	71,000	20,000	91,000	28.2	12.1	73,100	58,000
Sr. Personnel Executive	55,100	18,300	73,400	33.2	(3.2)	62,500	51,900

SENIOR MANAGEMENT CONTD.

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	%Increase OVER 1977	1980 BASE	1980 BASE MEDIAN
Top Real Estate Officer	$61,000	$15,900	$ 76,900	26.1	35.6	$ 62,800	$47,900
Treasurer	80,000	11,000	91,000	13.8	13.7	83,500	85,600
Controller	51,000	9,500	60,500	18.6	37.5	49,700	48,000
Secretary	44,300	10,000	54,300	22.6	7.3	47,600	38,500
Sr.Legal Exec.	96,000	17,500	113,500	18.3	**	102,000	79,500
Sr.Advertising Executive	42,500	10,500	53,000	24.7	32.8	41,900	34,200
Sr.Customer Relations Exec.	17,900	2,000	19,900	11.2	19.2	18,600	15,800

** Not listed in 1977.

SENIOR MANAGEMENT CONTD.

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	%Increase OVER 1977	1980 BASE	1980 BASE MEDIAN
Sr.Data Processing Executive	$44,600	$11,000	$55,600	24.7	11.9	$47,800	$42,100
Sr.Distribution (Warehse) Exec.	37,200	7,500	44,700	20.2	1.2	39,900	38,000
Sr. Security Exec.	37,500	9,000	46,500	24.0	30.2	39,800	34,200
Sr.Growth Planning Mtg. Res. Exec.	None						
Sr.Internal Audit Executive	26,000	3,000	29,000	11.5	11.5	27,800	26,200
Sr.Government Relations Exec.	47,800	1,500	49,300	3.1	**	52,000	38,900

** Not listed in 1977

FINANCIAL & EDP

POSTION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	1980 BASE	1980 BASE MEDIAN
Senior Financial Executive	$ 71,000	$ 20,000	$ 91,000	28.2	$ 73,100	$ 58,000
Treasurer	80,000	11,000	91,000	13.8	83,500	85,600
Controller	51,000	9,500	60,500	18.6	49,700	48,000
Internal Audit Head	26,000	3,000	29,000	11.5	27,800	26,200
Tax Department Head	23,750	500	24,250	2.1	24,800	23,200
Budget Control Head	24,800	3,500	28,300	14.1	25,900	24,900
Credit/Collection Head *	17,000	-0-	17,000	-0-	18,300	16,500

* Insufficient Data for statistically accurate results.

FINANCIAL & EDP CONTD.

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	1980 BASE	1980 BASE MEDIAN
Payroll Head	$ 19,000	$ 1,350	$ 20,350	7.1	$ 19,500	$ 18,300
Accounts Payable Head	22,000	1,500	23,500	6.8	25,100	22,250
General Accounting Head	24,000	750	24,750	3.1	25,500	23,800
Senior Data Processing Exec.	44,600	11,000	55,600	24.7	47,800	42,100
Computer Operations Head	31,400	2,500	33,900	8.0	32,800	27,800
Systems Analyst	21,800	250	22,050	1.1	23,000	21,600
Senior Programmer	19,800	500	20,300	2.5	20,500	18,900
Programmers (average)	16,700	700	17,400	4.2	18,000	17,800

REAL ESTATE & CONSTRUCTION

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	1980 BASE	1980 BASE MEDIAN
Real Estate Head	$ 61,000	$ 15,900	$ 76,900	26.1	$ 62,800	$ 47,900
R.E. Negotiation Head	None					
Store Planning & Fixture Head	23,900	5,000	28,900	20.9	25,000	23,900
Store Construction Head	29,050	7,500	36,550	25.8	31,500	28,500

PERSONNEL

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	1980 BASE	1980 BASE MEDIAN
Senior Personnel Executive	$ 55,100	$ 18,300	$ 73,400	33.2	$ 62,500	$ 51,900
Training & Development	25,100	7,500	32,600	29.9	26,200	24,900
EEO	24,600	5,000	29,600	20.3	26,000	22,800
Employee/Union Relations *	29,200	5,000	34,200	17.1	32,800	27,500
Benefit	19,100	3,000	22,100	15.7	20,500	19,700
Compensation	33,800	6,000	39,800	17.8	34,900	29,150
Employment/ Recruitment	17,300	2,500	19,800	14.4	18,800	16,400
Regional Personnel Managers	25,600	2,000	27,600	7.8	27,300	23,800

* Insufficient Data for statistically accurate results.

ADMINISTRATION & OTHER

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	1980 BASE	1980 BASE MEDIAN
Senior Purchasing Agent *	$ 16,000	$ 2,500	$ 18,500	15.6	$ 18,300	$ 15,800
Senior Manual Systems Exec. *	34,000	3,000	37,000	8.8	35,500	28,300
Senior Facilities Head	19,800	750	20,550	3.8	21,800	17,200
Senior Traffic/ Warehouse	24,800	2,500	27,300	10.1	27,100	23,800
Senior Customer Relations Exec.	17,900	2,000	19,900	11.2	18,600	15,800

* Insufficient Data for statistically accurate results.

OPERATIONS

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	1979 BASE MEDIAN
Senior Operations Head	$ 73,800	$ 25,000	$ 98,800	33.9	$ 64,700
Regional Manager *	39,700	7,500	47,200	18.9	42,800
Regional Mdse. Mgr. Hardlines *	40,000	7,500	47,500	18.8	39,800
Regional Mdse. Mgr. Softlines *	32,400	5,000	37,400	15.4	33,100
District Manager	26,250	7,500	33,750	28.6	24,600

* Insufficient Data for statistically accurate results.

MERCHANDISING

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	1979 BASE MEDIAN
Senior Merchandising Executive	$ 92,500	$ 30,000	$ 122,500	32.4	$ 83,600
General/Senior Mdse. Managers					
Hardlines	102,000	26,500	128,500	26.0	93,400
Softline Fashion	93,100	15,000	108,100	16.1	82,100
Softline Basics	None				

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	1979 BASE MEDIAN
Division/Category Mdse. Managers					
Hardlines	$ 38,000	$ 12,000	$ 50,000	31.6	$ 39,600
Softline Fashion	39,900	11,000	50,900	27.6	43,400
Softline Basics *	38,200	5,000	43,200	13.1	38,900
Buyers Hardlines	26,100	6,000	32,100	23.0	24,100
Buyers Softline Fashion	27,600	5,000	32,600	18.1	22,600
Buyers Softline Basics *	30,000	3,000	33,000	10.0	25,100

* Insufficient Data for statistically accurate results.

STORE MANAGEMENT

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	1979 BASE MEDIAN
Store Managers					
Vol. $1-3 Million	$19,450	4,000	23,450	22.8	18,600
Vol. $3-5 Million	22,400	4,500	23,700	21.5	20,900
Vol. $5-7 Million	25,800	6,000	25,700	26.6	22,700
Vol. Over $7 Million	31,000	9,300	31,750	35.9	27,500
Assistant Managers					
Vol. $1-3 Million	14,800	2,250	17,050	15.2	13,800
Vol. $3-5 Million	16,900	2,500	19,400	14.8	15,800
Vol. $5-7 Million	17,400	2,800	20,200	16.1	17,100
Vol. over $7 Million	19,200	4,000	23,200	20.8	18,600
Exempt Departments Heads	None				

SECTION FOUR

SENIOR MANAGEMENT COMPOSITE

(ALL FIRMS INCLUDED IN THIS SECTION)

SENIOR MANAGEMENT

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	%Increase OVER 1977	1980 BASE	1980 BASE MEDIAN
Chairman of the Board	$135,000	$59,000	$194,000	43.7	29.5	$148,000	$103,500
President	128,850	49,600	178,450	38.5	12.6	134,500	109,200
Sr. Admin. Executive	71,300	25,600	96,900	36.0	12.5	74,850	77,900
Sr. Merchandising Exec.	70,600	22,200	92,800	31.4	12.1	75,600	68,100
Sr. Operations Exec.	56,800	17,700	74,500	31.2	16.4	58,000	49,250
Sr. Financial Executive	53,950	13,700	67,650	25.4	7.6	59,050	53,650
Sr. Personnel Executive	38,400	8,700	47,100	22.7	1.6	41,850	33,800

SENIOR MANAGEMENT CONTD.

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	%Increase OVER 1977	1980 BASE	1980 BASE MEDIAN
Top Real Estate Officer	$42,700	$ 9,600	$52,300	22.5	17.9	$44,750	$36,500
Treasurer	61,350	12,700	74,050	20.1	8.9	65,200	53,150
Controller	39,000	7,000	46,000	17.9	20.1	40,700	39,200
Secretary	38,600	9,700	48,300	25.1	(1.4)	42,850	31,900
Sr.Legal Exec.	69,350	12,850	82,200	18.5	2.5	78,900	83,500
Sr.Advertising Executive	37,150	8,200	45,350	22.1	26.9	38,400	36,200
Sr.Customer Relations Exec.	21,150	2,750	23,900	13.0	7.7	22,700	24,800

SENIOR MANAGEMENT CONTD.

POSITION	1979 BASE	1979 BONUS	1979 TOTAL	1979 BONUS %	%Increase OVER 1977	1980 BASE	1980 BASE MEDIAN
Sr.Data Processing Executive	$35,000	$ 6,200	$41,200	17.7	9.9	$36,700	$42,900
Sr.Distribution (Warehse) Exec.	33,300	5,500	38,800	16.5	1.7	35,100	32,800
Sr. Security Exec.	31,450	4,600	36,050	14.6	17.2	34,000	28,400
Sr.Growth Planning Mtg. Res. Exec. *	29,425	1,750	31,175	5.9	6.8	31,200	37,200
Sr.Internal Audit Executive	27,000	4,350	31,350	16.1	9.1	28,800	30,000
Sr.Government Relations Exec.	60,400	8,250	68,650	13.7	**	64,500	53,300

* Insufficient Data for statistically accurate results.

** Not listed in 1977.